Walter Reed Army Medical Center

Measuring and Benchmarking Access to Care

Schedule Management Service (202)-356-0851/52/53

Institutional Access Tools

- ATC
  - Does not measure who can not get an appointment.
  - Data quality
- TAT
  - Difficult to measure and benchmark at the Division/Region level
- DoD surveys
  - Delayed results
  - Data accuracy

WRAMC Appt Avail Report

WRAMC SPECIALTY CLINIC APPOINTMENT AVAILABILITY REPORT +30 DAYS

WRHCS STANDARDS:	30% or >	Green	REPORT AS OF:	22-Apr-02
	11%29%	Yellow		
	10% or<	Red	NEW Appt Availability Next 30 Days	

Clinics	% SPEC appts op	% SPEC appts open to CAS (if allowed in protocol)	% SPEC open to Sierra	Total SPEC appts offered	SPEC appts still open	Clinic ratio SPEC appts v.s. all appt	% SPEC appts reserved for Prime	Next SPEC app
ALLERGY CL WR	62%	62%	15%	185	114	33%	0%	4/22/2002
CARDIOLOG CL WR	2%	0%	0%	246	6	31%	65%	5/7/2002
COMMUNITY HLT WELLNESS	85%	75%	0%	1405	1201	63%	1%	4/22/2002
DERMATOLO CL WR	0%	0%	0%	321	0	45%	75%	
ENDOCRINE CL WR	38%	22%	16%	404	155	28%	1%	4/22/2002
GI CL WR	5%	0%	0%	209	10	25%	94%	4/23/2002

WRAMC Appt Avail Report

NCA SPECIALTY CLINIC APPT AVAILABILITY REPORT +30 DAYS

WR - WRAMC
DW - DEWITT
KI - KIMBROUGH
BE - NNMC BETHESDA
MG - MALCOLM GROW

REPORT AS OF: 1 APR 02

30% or >	Green
11%-29%	Yellow
10% or<	Red

NEW Appt Availability Next 30 Days

Clinics	%SPEC appts open	%SPEC appts without "PBO"	%SPEC open to Sierra	Total SPEC appts offered	SPEC appts still open	Clinic ratio SPEC appts v.s. all appts	%SPEC appts reserved for Prime	Next SPEC appt
ALLERGY CL BE	16%	16%	16%	86	14	65%		4/1/02
ALLERGY CL DW	10%	10%	4%	79	8	32%	82%	4/15/02
ALLERGY CL MG	11%	11%	11%	19	2	40%	100%	4/29/02
ALLERGY CL WR	56%	56%	2%	193	108	33%	0%	4/1/02

WRAMC Appt Avail Report

Clinic	% SPEC appts open	Total SPEC appts offered	SPEC appts still open	Clinic ratio SPEC appts v.s. all appts	% SPEC appts reserved for Prime	Next SPEC appt	Month
ALLERGY CL WR	4%	153	6	32%	75%	20-Jun-01	Jun-01
ALLERGY CL WR	38%	86	33	24%	50%	2-Jul-01	Jul-01
ALLERGY CL WR	45%	112	50	25%	62%	1-Aug-01	Aug-01
ALLERGY CL WR	35%	122	43	25%	49%	1-Oct-01	Sep-01
ALLERGY CL WR	31%	121	38	27%	12%	10-Oct-01	Oct-01
ALLERGY CL WR	6%	114	7	27%	0%	21-Nov-01	Nov-01
ALLERGY CL WR	7%	122	8	31%	NA	7-Dec-01	Dec-01
ALLERGY CL WR	47%	143	67	25%	0%	9-Jan-02	Jan-02
ALLERGY CL WR	43%	124	53	28%	0%	4-Feb-02	Feb-02
ALLERGY CL WR	33%	107	35	26%	0%	12-Mar-02	Mar-02
ALLERGY CL WR	56%	193	108	33%	0%	1-Apr-02	Apr-02
ALLERGY CL WR	50%	145	73	28%	0%	13-May-02	May-02
ALLERGY CL WR	43%	130	56	25%	0%	06-Jun-02	Jun-02

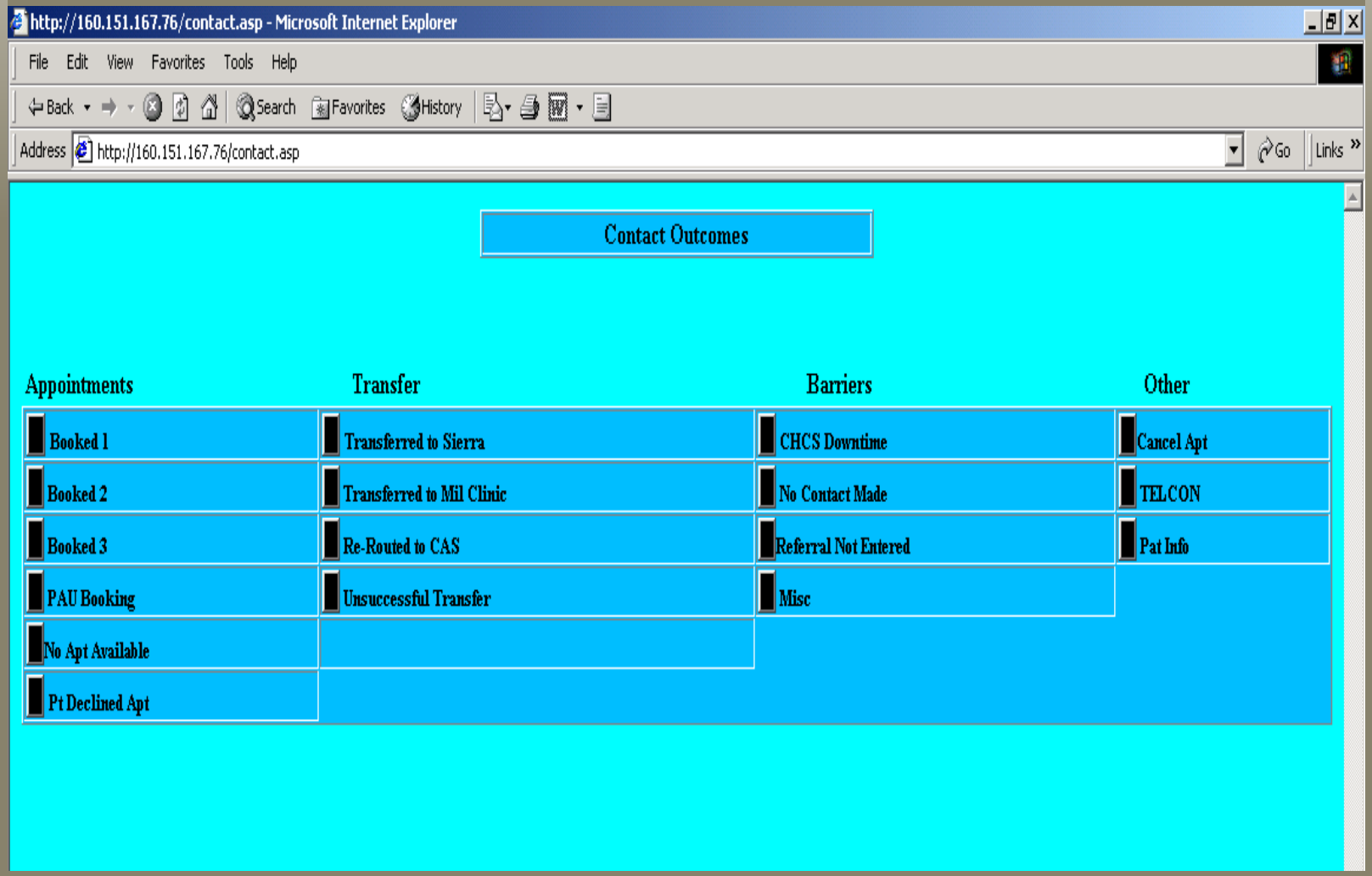
WRAMC Appt Avail Report

- Strengths
  - Divisional view
  - Allows us to trend
  - Easy to understand
  - 90% automated
  - Ability to compare
- Weaknesses
  - Does not measure PC
  - Snap shot of one moment in time
  - Measures only appointment avail, not productivity
  - Unknown variables
  - Exceptions

WRAMC Contact Outcomes Database (C.O.D.)

- History
  - Access to Oracle/WEB based
  - Unlimited records, unlimited users
- Documents outcome or result of every call in WRAMC Central Appointments Service (CAS)
- Efficiently documents “No Appt Avail”
- Captures clinic, patient category, and appointment type

WRAMC C.O.D.


http://160.151.167.76/contact.asp - Microsoft Internet Explorer
File Edit View Favorites Tools Help
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Address http://160.151.167.76/contact.asp
Go Links
Contact Outcomes
Appointments
Booked 1
Booked 2
Booked 3
PAU Booking
No Apt Available
Pt Declined Apt
Transfer
Transferred to Sierra
Transferred to Mil Clinic
Re-Routed to CAS
Unsuccessful Transfer
Barriers
CHCS Downtime
No Contact Made
Referral Not Entered
Misc
Other
Cancel Apt
TELCON
Pat Info

General Data

Agent Action	ACV	Appt Type	MTF
☐ Fwd to Sierra	☐ A-Active Duty	☐ ACUT	☐ WR
☐ Fwd To Clinic	☐ E-Prime	☐ ROUT	☐ DW
☐ Attempted to Fwd to Clinic	☐ C-CHAMPUS	☐ WELL	☐ KI
☐ Asked Pt to Call Back	☐ Other	☐ EST	☐ DI
☐ Pt Wait List	☐ N-Medicare Eligible	☐ PROC	☐ DT
☐ Other	☐ G or L TRICARE Plus	☐ SPEC	☐ FX
		☐ Other	☐ RA
			☐ WB
			☐ AB
			☐ Other

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Internet
Start
Inbox - Microsoft Outlook
Microsoft Excel - Rev Cod...
Microsoft PowerPoint - [P...
http://160.151.167.76...
10:15 AM

WRAMC C.O.D.

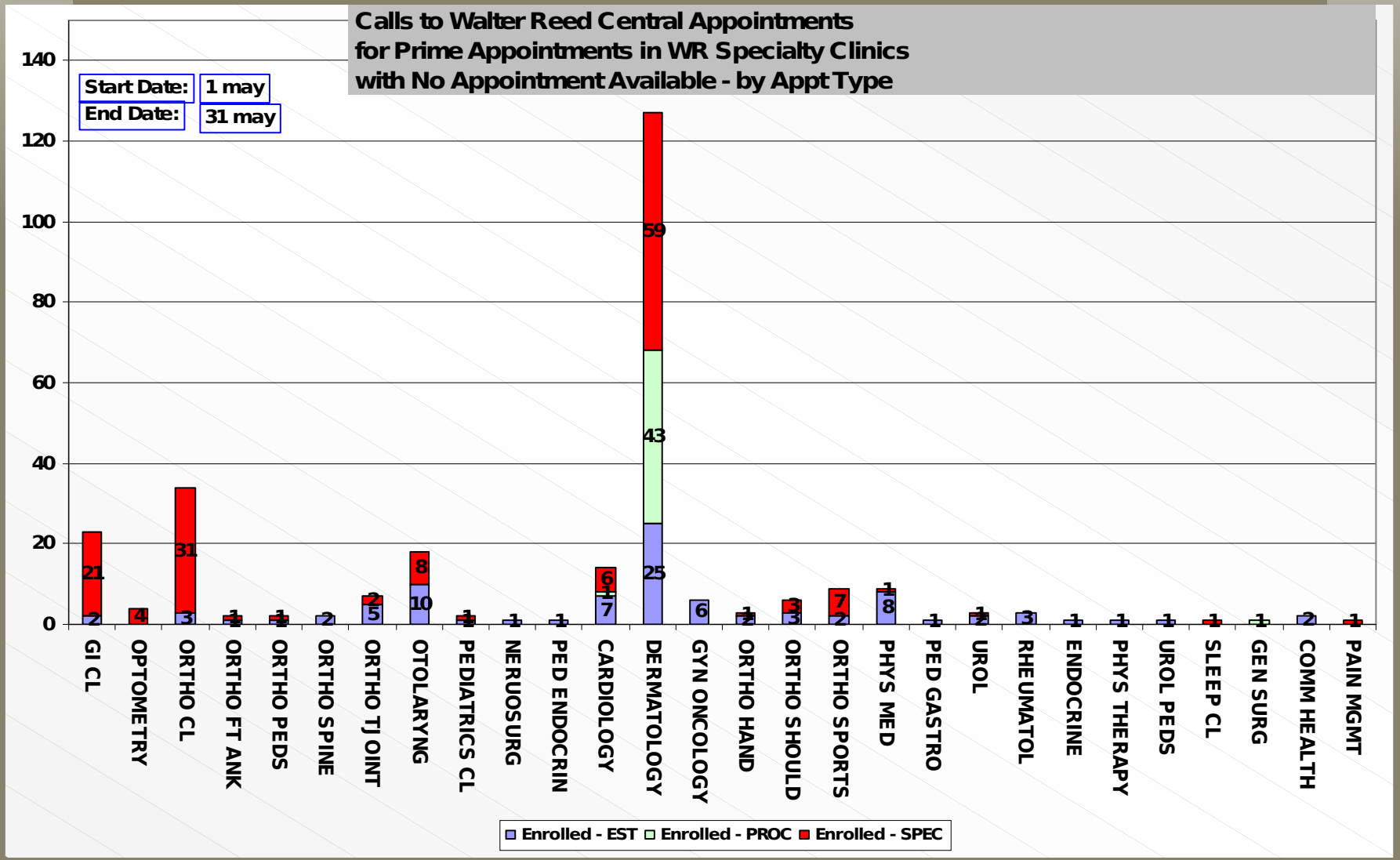
Start Date: 1 may

End Date: 31 may

Appointments Booked by WR CAS Compared to Appointment Request WR CAS Were Not Able to Book (No Appointment Available)

Clinic	Appointments booked by WR Central Appts Service	*Prime patients* requesting New appts with No Appt Available	*Prime patients* requesting FU or PROC appts with No Appt Available	Prime appointment requests with "No Appt Avail" vs total CAS appts request
ALLERGY CL WR	95			0.0%
AUDIOLOGY CL WR	134			0.0%
BREAST CARE CLINIC WR	36			0.0%
CARDIOLOG CL WR	105	6	8	9.7%
COLO-RECT CL WR	8			0.0%
COMMUNITY HLT WELLNESS	4			0.0%
DERMATOLO CL WR	228	59	68	32.3%
ENDOCRINE CL WR	76		1	1.3%
GEN SURG CL WR	38		1	2.6%
GI CL WR	107	21	2	16.8%
GYN ONCOLOGY WR	76		6	7.1%
GYNECOLOG WR	481			0.0%

WRAMC C.O.D.


Calls to Walter Reed Central Appointments
for Prime Appointments in WR Specialty Clinics
with No Appointment Available - by Appt Type
Start Date: 1 may
End Date: 31 may
140
120
100
80
60
40
20
0
GI CL
OPTOMETRY
ORTHO CL
ORTHO FT ANK
ORTHO PEDS
ORTHO SPINE
ORTHO TJOINT
OTOLARYNG
PEDIATRICS CL
NERUOSURG
PED ENDOCRIN
CARDIOLOGY
DERMATOLOGY
GYN ONCOLOGY
ORTHO HAND
ORTHO SHOULD
ORTHO SPORTS
PHYS MED
PED GASTRO
UROL
RHEUMATOL
ENDOCRINE
PHYS THERAPY
UROL PEDS
SLEEP CL
GEN SURG
COMM HEALTH
PAIN MGMT
Enrolled - EST
Enrolled - PROC
Enrolled - SPEC

WRAMC C.O.D.

- Strengths
  - Real time data
  - Accurate
  - Measures clinic demand
  - Versatile, flexible, and adaptable
  - Controlled data entry
  - Oracle/WEB based
  - Simple reporting capability
- Weaknesses
  - Only captures appointment request at WR CAS
  - Human data entry
  - Reliant upon network speed and telephony dependability

C.O.D. Future Vision

- Reports to include ATC
- Interface with ICDB
- Connect request for appointment with beneficiary
- Demand management
- Hourly/Daily clinic feed back (enrolled patients who could not get an appointment)
- Expand to Walter Reed Healthcare System call centers
- Expand to the NCA/Region 1

WRAMC Schedule Management Service

- Identify roadblocks to care
- Clinic intervention
  - Appointment/Schedule **utilization**
  - Appointment/Schedule **prioritization**
  - Appointment/Schedule **optimization**

Appt/Schedule Utilization

- Are the appointments 6 weeks out
- Does the clinic have the right appointment mix
  - CHCS Appointment Utilization Report
  - Schedule Reaper ADHOC

Appt/Schedule Utilization

WRAMC SPECIALTY CLINIC APPT UTIL REPORT - 30 DAYS

RED CLINICS IDENTIFIED AS LIMITED ACCESS CLINICS IN JUNE +30 DAY REPORT

REPORT AS 1 JUN 02

Appt Util Last 30 Days

DEPT	Clinic	Total SPEC appts	%unbooked SPEC	Total EST appts	% unbooked EST	Total other appts	% unbooked others
ALLERGY	ALLERGY CL WR	169	5%	98	17%	269	90%
MEDICINE	CARDIOLOG CL WR	245	1%	342	4%	288	4%
MEDICINE	COMMUNITY HLT WELLNE	1380	86%	423	42%	446	92%
MEDICINE	DERMATOLO CL WR	319	0%	224	0%	199	10%
MEDICINE	ENDOCRINE CL WR	322	4%	381	7%	485	55%
MEDICINE	GI CL WR	192	11%	219	26%	294	69%
MEDICINE	INFECT DI CL WR	210	61%	326	69%	1304	90%
MEDICINE	NEPHRO CL WR	78	14%	275	26%		
MEDICINE	ONCOLOGY CL WR	100	7%	383	4%		
MEDICINE	PULM DIS CL WR	96	3%	183	20%	60	73%
MEDICINE	RHEUMATOL CL WR	207	2%	303	10%		
MEDICINE	SLEEP CLINIC WR	127	8%	146	29%		

Appt/Schedule Utilization

ROLLING SCHEDULE STATUS		AS OF: 7 JUN 02		
	KEY	>=6 WEEKS		>=6 WEEKS
		>4-6 WEEKS		>4-6 WEEKS
		<4 WEEKS		<4 WEEKS
GATEWAY CLINICS	Max Spec Appt	#Days Max Spec Appt	Max Est Appt	#Days Max Est Appt
ALLERGY CL WR	7/18/02	42	7/18/02	42
AUDIOLOGY CL WR	7/18/02	42	7/18/02	42
BREAST CARE CLINIC WR	7/17/02	41	7/17/02	41
CARDIOLOG CL WR	6/28/02	22	7/18/02	42
COLO-RECT CL WR	7/17/02	41	7/17/02	41
CT SURG CL WR	7/18/02	42	7/18/02	42
DERMATOLO CL WR	7/18/02	42	7/18/02	42
ENDOCRINE CL WR	7/18/02	42	7/18/02	42
GEN SURG CL WR	7/17/02	41	7/17/02	41
GI CL WR	7/17/02	41	7/17/02	41
GYN ONCOLOGY WR	6/27/02	21	6/27/02	21
GYNECOLOG WR	7/18/02	42	7/18/02	42
INFECT DI CL WR	7/18/02	42	7/18/02	42
INT MED PCC WR	7/11/02	35	7/11/02	35
NEPHRO CL WR	6/28/02	22	6/28/02	22
NEURO PEDS WR	7/17/02	41	7/17/02	41

Appt/Schedule Prioritization

- Are the clinics prioritizing their enrolled patients
- Do they have appointments reserved for enrollees
- Are enrollees being appointed to these slots
- Are unscheduled appointments being abused
  - Schedule reaper
  - CAP

Appt/Schedule Prioritization

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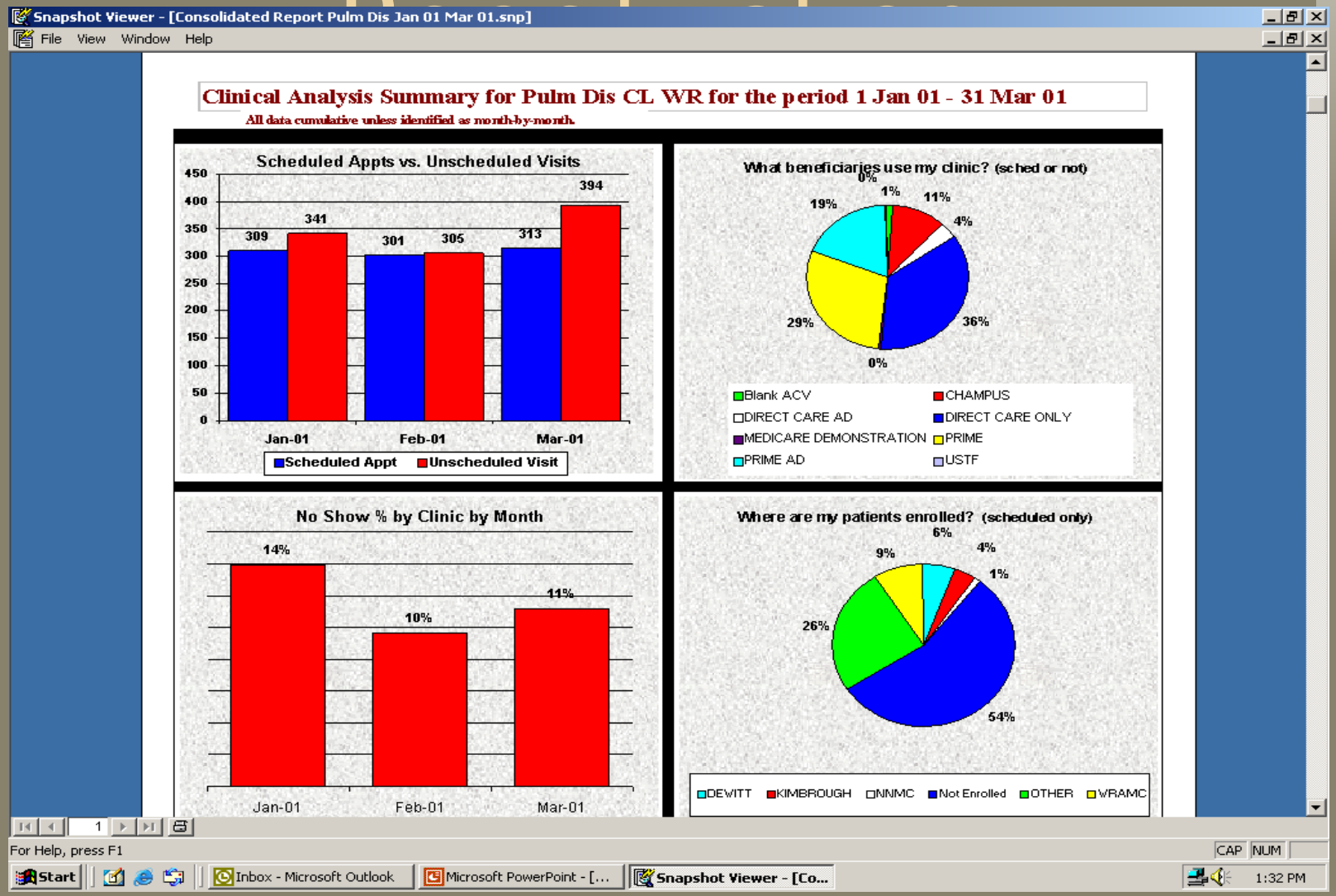
Appt/Schedule Prioritization



Appt/Schedule Optimization

- Is the clinic efficiently seeing as many patients as space and resources allows them to see.
- Provider productivity
- Space management
- Most difficult element for an outsider to measure and trend
  - CAP & CAP2

Appt/Schedule Optimization

Time of Visit	total visits in APR	Mon	Tue	Wed	Thu	Fri
7:00am- 8:00am	58	14	13	15	8	8
8:00am-9:00am	152	51	10	45	15	31
9:00am-10:00am	214	69	26	77	6	36
10:00am-11:00am	217	74	22	76	11	34
11:00am-12:00pm	145	49	20	52	3	21
12:00pm-1:00pm	89	24	26	13	18	8
1:00pm-2:00pm	195	29	36	29	61	40
2:00pm-3:00pm	176	24	30	32	57	33
3:00pm-4:00pm	145	10	21	27	57	30
4:00pm-5:00pm	36	6	5	6	9	10
total	1427	350	209	372	245	251

Appt/Schedule

Provider	half day	Total Of ID	Mon	Tue	Wed	Thu	Fri
BENSON,PAUL M	AM	60	15	17	9	7	12
BENSON,PAUL M	PM	51	18	5	4	12	12
CREEL,NAOMI	AM	88	29	2	30		27
CREEL,NAOMI	PM	112	23	1	30	25	33
CRONQUIST,STEVEN D	AM	4			2		2
CRONQUIST,STEVEN D	PM	25		24			1
KELLER,RICHARD A	AM	75	18	11	19	17	10
KELLER,RICHARD A	PM	33	7	5	8	9	4
KRIVDA,STEPHEN J	AM	43	23	4	9	3	4
KRIVDA,STEPHEN J	PM	38	8	5	1	21	3
MAGGIO,KURT L	AM	82	25	20	24	8	5
MAGGIO,KURT L	PM	135	34	37	21	27	16
MAINO,KIMBERLY L	PM	1	1				
MARSH,ERIC J	AM	57	21		21	1	14
MARSH,ERIC J	PM	77	13	4	21	8	31
MATHER,MARY K	AM	16	5	6	4	1	
MATHER,MARY K	PM	18	4	10	3	1	
MEYERLE,JON H	PM	1	1				
NORTON,SCOTT A	AM	18	7	2	9		
NORTON,SCOTT A	PM	13	2	7	1	3	
PENNINGTON,MARK D	AM	17	3	5	2	3	4
PENNINGTON,MARK D	PM	14	6	4	2	2	
ROSARIO-COLLAZO,JUAN A	AM	42	9		19		14
ROSARIO-COLLAZO,JUAN A	PM	73	9	12	11	22	19
SANGIRAY,HAYRI E	AM	45	23		19		3
SANGIRAY,HAYRI E	PM	67	7	9	15	28	8
SCHULZ-BUTULIS,BETH ANNE	AM	1		1			
SMALLING,CHARLES R	AM	62	28	1	27		6
SMALLING,CHARLES R	PM	70	8		23	27	12
TURIANSKY,GEORGE W	AM	5		1			4
TURIANSKY,GEORGE W	PM	2		1	1		
WILLARD,ROBERT J	AM	26	2	1	19		4
WILLARD,ROBERT J	PM	56	1	14	18	20	3
total		1427	350	209	372	245	251

Appt/Schedule Optimization

			MONDAY	TUESDAY	WEDNESD	THURSDA	FRIDAY
Provider	half day	TOTAL	4/1/2002	4/2/2002	4/3/2002	4/4/2002	4/5/2002
BENSON,PAUL M	AM	60	1	3		2	1
BENSON,PAUL M	PM	51		1	1		1
CREEL,NAOMI	AM	88	8		9		9
CREEL,NAOMI	PM	112	8		4	11	10
CRONQUIST,STEVEN D	AM	4			1		
CRONQUIST,STEVEN D	PM	25		8			
KELLER,RICHARD A	AM	75	4	4	5	6	2
KELLER,RICHARD A	PM	33	1	2		2	
KRIVDA,STEPHEN J	AM	43	6	1	3		
KRIVDA,STEPHEN J	PM	38	3	2		4	
MAGGIO,KURT L	AM	82					
MAGGIO,KURT L	PM	135					

PHYS THERAPY WR May-02

APPT TYP	Detail 1	Detail 2	Detail 3	TOTAL BOOKE
EST$				126
EST$	BK	PBO		32
EST$	PBO			310
EST$	PBO	EFMP		1
EST$	PBO	REHAB		2
EST$	POP	PBO		28
EST$	REHAB			15
EST$	REHAB	PBO		966
EST$ Total				1480
GRP$				53
GRP$	AQUA	PBO		596
GRP$	EXERC			2
GRP$	EXERC	PBO		35
GRP$ Total				686
PROC$				9
PROC$	BPPR			1
PROC$	EXERC	PBO		30
PROC$	PBO			300
PROC$	PBO	EFMP		1
PROC$	PBO	EXERC		7
PROC$	PBO	TRACTION		1
PROC$	TRACTION	PBO		119
PROC$ Total				468
SPEC$				20
SPEC$	BPAD			94
SPEC$	BPAP			4
SPEC$	BPAP	PBO		13
SPEC$	BPPR			227
SPEC$	BPPR	PBO	POP	7
SPEC$	BPPR	POP	PBO	4
SPEC$	BPSP	REHAB	PBO	1
SPEC$	EDU	PBO		10
SPEC$	EFMP	PBO		5
SPEC$	EVAL	PBO		8
SPEC$	PBO			34
SPEC$ Total				427
Grand Total				3061

Schedule Management Vision

- Improved ability to benchmark and trend access to care data
- Increase availability to access information
  - Schedule Management Access Center (S.M.A.C.)
- Increase training to clinic schedule supervisors
- Continued improvement on getting the patient an appointment (right place, right provider and right time)